

CLASSIFICATION MANUAL

Volume 3

METHODS AND PROCEDURES

**Broadband Classification
System**

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I. PREFACE

Broadband Classification System

Job classification is an essential element in equity-based and market-based systems, providing for similar pay between positions by applying common standards. Without a system of categorizing jobs by type and level of work, comparisons of jobs cannot be made to determine and facilitate internal equity or external equity. The broadband classification system is designed to achieve both.

Type of work can be very general, such as a “job family” (Information Technology) or more specific (Information System Security Specialist). Level of work is normally measured by the difficulty of work and amount of required knowledge. In both cases, the classification system focuses on characteristics of the work, not the person doing the job.

Measures for a market based employee compensation system include those factors that have the largest impact on availability and cost of competent workers. The difficulty of the work and knowledge required to perform the work are the most predictive of the supply, and therefore the likely cost of competent people.

The methodology promotes pay equity, provides the basis for administering a market-based pay system and generates information for various occupational studies. Objective, task related factor level definitions that focus on predominant or essential tasks assure compliance with ADA and EEO requirements and simplifies recruitment.

In 1973 the Montana State Legislature directed the Department of Administration to develop a statewide classification and pay system. It was the intent of the legislature to establish a uniform system to compensate state employees with the following guidelines:

1. State jobs should be grouped into defined classes based on the similarity of the work performed, the responsibilities assumed and the complexity of the work.
2. Similar levels of education, experience, knowledge, skill and ability can be required of applicants for each position.

3. The same title can be used to identify each position.
4. Similar pay can be provided, under the same conditions, to each position with appropriate consideration given to equity, market salary rates for similar work, ADA and EEO requirements.

The Benchmark Factoring Method uses factor level descriptions and benchmark positions to describe and evaluate complexity of the work and the required education and experience to perform the predominant duties. This approach maintains a hierarchy in the level of work and responsibility that is used to establish compensation levels.

This manual is organized into sections, so that additional materials can be included or sections can be changed or updated as needed.

II. THE BENCHMARK FACTORING METHOD AND CLASSIFICATION PROCEDURES

Broadband Classification System

Introduction

The Benchmark Factoring Method compares work to factor-level definitions, found later in this manual and to class series discussions and published benchmarks found in other documents. This comparative method establishes a hierarchy of work and fulfills MCA 2-18-202, which requires a classification plan that groups positions into classes based on similarity of duties, responsibilities and complexity of work.

In the Broadband Classification System (Pay Plan 20), positions are allocated to one of nine pay bands based on the evaluation of a single classification factor that measures the complexity of the work and the knowledge or skills required to perform it. Generally, the difficulty of the work directly affects the knowledge, and skills needed to do the work. This factor has been shown to accurately reflect the level of work.

Three separate documents or "Volumes" contain the information needed to determine the class of a given position.

- ◆ **Volume 1:** Classification Inventory, which lists the classes in which positions may be placed by class titles or job code.
- ◆ **Volume 2:** Classification Standards, which consists of two separate parts.
 - **Class series discussions** describe occupational groups, giving typical work assignments, common working titles and other information used to determine the class that best describes the predominant work of a position. The series discussion guides the classifier to the correct occupational group for the type of work. Occupational groups are used to make work, salary and other comparisons, respond to surveys and establish occupational market rates.
 - **Benchmarks** are positions in state government that show the accurate application of the factor level language. Various agencies contributed position descriptions and additional information and worked with State Personnel Division on the classification of the benchmark positions. A

Benchmark lists the duties assigned to a representative position within an occupational series and describes how the classification factor relates to the duties. Benchmark descriptions illustrate how the factor is applied to a particular type of work.

- ◆ **Volume 3:** Methods and Procedures Manual, which contains the rules and procedures for applying the Benchmark Factoring Method, and the factor level descriptions. The Benchmark Factoring Method compares work to class series discussions, factor-level definitions, and published benchmarks and places positions into classes and grades based on the evaluation of a position's duties and responsibilities.

The Human Resources Standards and Services Bureau (the Bureau) of the State Personnel Division (SPD) develops and maintains benchmarks and class series discussions. The number of Benchmarks in any occupation or grade varies according to the variety of work situations. Some series may have only a series discussion, or only a list of occupational titles and grades and possible benchmark comparisons.

Application Principles

The Benchmark Factoring Method evaluates the work performed in any given position without considering the characteristics of the employee in the position or the classification of other non-benchmark jobs with the same occupational title. Classifiers evaluate the work performed against factor level definitions and the benchmarks. Before beginning the evaluation process, classifiers must identify the predominant work assigned to the position, applying the following four principles of the **Predominant Duty Rule**.

- ◆ The classifier must identify the work performed 50 percent of the time or more. Some jobs do not have a single duty that takes up 50 percent or more of the total work time. In those cases the classifier must identify the most difficult duties and group them into a body of work that would be performed at least 50 percent of the time.

Mixed Positions perform unrelated duties from two or more different **occupations**. If the unrelated duties differ significantly in factor levels, the resulting class allocation, based on the predominant duties, might not appropriately recognize the varying levels of work. If this situation occurs, agencies may consider splitting the position to create separate part-time positions so that each occupation can be classified independently.

- ◆ The predominant duties must be **fully equivalent** to the overall intent of the factor-level description in order to receive the rating. To assess the proper level, the classifier must start at Level 1 and progress to the first level that most fully describes the total predominant work.

- ◆ Sometimes the parts of two factor levels describe predominant work or different parts of the predominant work meet the full intent of different levels. In these cases, the classifier must apply the first level that accurately describes the predominant work. This means that the classifier must select the lowest level that describes at least part of the predominant work, regardless of the percentage of the predominant work. For example:

Duty A	level 5	30%
Duty B	level 4	25%
Duty C	level 3	45%

Level 4 is appropriate because 55 percent of the work is at or above level 4 (level 5, 30 percent plus level 4, 25 percent).

- ◆ Comparison to a benchmark is essential. In the case of class series that lack published benchmarks, the classifier must use benchmarks from related series or benchmarks that demonstrate similar duties or level of work. If the occupational or related benchmark does not have an important characteristic of the job being classified, the classifier can use any benchmark that illustrates that part of the job. Lack of benchmarks or series discussions does not eliminate this step in the procedure as the intent of the factor level language is illustrated by the benchmarks.

Application of the standards requires more than just matching specific words and phrases to the position description. It requires consideration of the **full intent** of each factor level and selection of the level that best reflects the nature of the position under review. The classifier must compare the predominant work to the factor level definitions to determine which level best describes the work. Mandatory comparison to a benchmark verifies factor level choice. The intent of factor level language is the controlling element in factor level selection and this intent is demonstrated in the benchmarks. A classifier may need to compare several benchmarks in different occupational groupings to fully understand the application of a given factor level to various types of work.

Classifying positions using BFM entails an evaluative process. Choosing a factor level rating involves evaluating the predominant duties and assigning the appropriate factor level. Classifiers can refer to any Benchmark and compare the factor levels of the Benchmark to the position being classified. For instance, to determine the proper factor level for Complexity for an engineer, a classifier can refer to the complexity levels applied to biologists or water quality specialists. Positions can be classified without knowing the class series or without benchmarks in the series. For example, there are no Program Specialist benchmarks. A classifier can assign a position to this class series and compare the duties to other benchmarks, such as the Administrative Officer to reference factor levels and apply the correct level.

State government jobs are so diverse that neither the factor level descriptions nor the Benchmarks will capture all the possible variations. Therefore, classifiers must exercise prudent judgement when applying BFM to positions within their jurisdiction. When making factor level and benchmark comparisons, inter-agency consistency as well as the intra-agency hierarchy should be kept in mind.

Application Procedures

Application of BFM, like any position classification process, involves three basic steps: job analysis, job evaluation, and documentation. Job analysis means collecting information about the position through the job profile and other sources, such as conversations with the supervisor or incumbent. Job evaluation applies the benchmark factoring methodology to determine the appropriate factor level for the job. Documentation summarizes the job analysis and job evaluation in a written statement that explains and defends the classification decision. Instructions for writing job profiles, job analysis, writing job evaluations and other information are found elsewhere in this manual.

The BFM job evaluation process involves the following:

1. The classifier may first choose the class series by comparing the duties of the position to the kind of work described in the class series discussions. Analysis of the education and experience necessary to perform the assigned duties also helps the classifier choose the correct class. This step helps the classifier select benchmarks for comparison, though comparisons can be made to benchmarks outside of the class series.
2. The classifier compares the duties and responsibilities assigned to the position to the factor-level descriptions, selecting the most applicable description based on the nature of the predominant work.
3. The classifier relies on the Benchmark descriptions to corroborate the evaluation of the position. The Benchmarks demonstrate the factor-level ratings given to similar jobs and provide for consistent application of the factors. In those instances where the Benchmark lacks a particular characteristic, Benchmarks for other occupations can be consulted. Benchmarks also provide important information about occupations.
4. The factor level selected is the pay band assignment. No further calculations are needed.

Non-benchmark positions cannot be used to factor level allocation. All factor levels must be supported by comparison to published benchmark positions, whether or not they are in the same class series. However, the classifier may refer to the factor-level ratings given to other positions in the occupational series

to confirm the proper factor-level assignment. This step is not required, but may serve as a means to promote consistent application of the factor levels between agencies.

Occupational Classification and Class Development

Introduction

Job classification is the process of assigning a position to a class consisting of an occupational title and a level of work. For example, Civil Engineer Specialist describes a specific occupation, civil engineering. There are several classes of Civil Engineer Specialist representing different levels of work associated with this occupation.

Application of the Benchmark Factoring Methodology results in assigning a position to a class. It includes establishing a level of work and an occupational title. The type or nature of the predominant duties determines the class assignment. Just as comparison to factor level language determines the level of work, comparison to occupational descriptions taken or adapted from the Occupational Information Network (O*NET) database determine the occupational title.

Purpose of Job Classes: Job classes sort related types and levels of work to compare occupational data. In market and salary surveys they relate work to compensation and help ensure consistency of pay standards. By grouping similar types of work, they provide an overview of the distribution of occupations throughout state government. Classes identify groups of positions involved in similar types of work or similar occupations, which can be used for EEO analysis. Classes and class series discussions do not identify single positions except in a very few defined cases. This section describes the method determining the occupational title for a position and for requesting the addition of a new class.

Occupational Classification

Occupational classification means placing individual jobs into occupational categories based on similarities in their general characteristics that may influence occupational requirements. The process focuses on characteristics of the work, and does not consider the characteristics of the person in the job, or unusual duties that may be assigned by one organization. As a result, occupational descriptions do not focus on the minor variations in specific jobs related to location, or other circumstances. Rather, they are very broad discussions that may require some adaptation to fit any particular position.

Organizing jobs that involve similar types of work allows for:

- ◆ Measurement and comparison of occupations for workforce analysis;

- ◆ Internal and external comparisons needed for compensation decisions;
- ◆ Occupational descriptions to be used in career guidance, training and succession planning;
- ◆ Matching jobs and workers by job service;
- ◆ Improving recruitment and selection
- ◆ Building a common occupational language between information systems such as census data and salary surveys.

To select an appropriate occupational class, the predominant work or duties must be compared to the O*Net occupational information. A position cannot be allocated to an occupation that does not describe the predominant work. Benchmarks may be helpful in deciding on the appropriate class series, along with comparison to similar positions both inside the agency and throughout state government.

What are SOC and O*Net?

The Standard Occupational Classification (SOC) is a national job classification system developed by the federal government that lists occupations in which work is performed for pay or profit, and excludes occupations that are unique to volunteers. Occupations are classified on the basis of work performed, with consideration given to required skills, education, training, or credentials. The SOC classifies jobs at four levels: major group, minor group, broad occupation, detailed occupation.

Occupations are clustered into one of 23 major groups:

11-0000 Management Occupations

13-0000 Business and Financial Operations Occupations

15-0000 Computer and Mathematical Occupations

17-0000 Architecture and Engineering Occupations

19-0000 Life, Physical, and Social Science Occupations

21-0000 Community and Social Services Occupations

23-0000 Legal Occupations

25-0000 Education, Training, and Library Occupations

27-0000 Arts, Design, Entertainment, Sports, and Media Occupations

29-0000 Healthcare Practitioners and Technical Occupations

31-0000 Healthcare Support Occupations
33-0000 Protective Service Occupations
35-0000 Food Preparation and Serving Related Occupations
37-0000 Building and Grounds Cleaning and Maintenance Occupations
39-0000 Personal Care and Service Occupations
41-0000 Sales and Related Occupations
43-0000 Office and Administrative Support Occupations
45-0000 Farming, Fishing, and Forestry Occupations
47-0000 Construction and Extraction Occupations
49-0000 Installation, Maintenance, and Repair Occupations
51-0000 Production Occupations
53-0000 Transportation and Material Moving Occupations
55-0000 Military Specific Occupations

Each of these major groups in SOC is divided further into minor categories. These minor categories are numbered 1000 through 9000 under each major category. For example:

13-0000 Business and Financial Operations Occupations
13-1000 Business Operations Specialists
13-2000 Financial Specialists

SOC further divides the minor categories into broad occupational families. Each of these broad occupational families is further broken down into more detailed occupational groups. SOC provides a brief description of each occupational group, usually one to four sentences. We use these descriptions plus the more detailed information in O*Net in place of series discussions to determine the most appropriate occupational series for a given position.

O*Net is a comprehensive database of worker attributes and job characteristics developed by the federal government and designed to be both an occupational classification system and a comprehensive database of job descriptors and occupational characteristics such as required knowledge or skills organized by SOC occupational groups and families. In some cases, further divisions of SOC occupational families can be found in O*Net. The O*Net information can be

compared to the tasks in the position description and to required competencies in order to arrive at an occupational class.

Where does OES fit in?

The U. S. Department of Labor's Occupational Employment Statistics (OES) program produces employment and wage estimates for over 700 occupations, organized according to SOC occupational divisions; OES does not use the more specific O*Net divisions. These estimates of the number of people employed in certain occupations, and the wages paid to them are available for the nation as a whole, for individual States, and metropolitan areas and for specific industries. These estimates are a major feature of the market analyses produced by the Human Resources Standards and Services Bureau (HRSS) for state jobs in the Broadband Pay Plan.

In addition, the National Industry-Specific Occupational Employment and Wage Estimates (NAICS) calculated with data collected from employers of all sizes can help make both salary and occupational classification decisions.

Job titles and codes in state classified plans have been aligned with SOC and O*Net occupational categories to make it easier to use these resources in classification and compensation.

Choice of Occupational class

Choosing the appropriate occupational class for a position is an important part of the classification. For individual positions in a Broadband Pay Plan it is a vital part of compensation decisions. It is also a major component in workforce planning and other initiatives.

Compensation was tied to grade and not to occupation in the Statewide Classified Plan and allocating a job to a class did not usually affect the grade or pay. The Broadband Plan provides for market-based pay, which uses comparisons to how other employers compensate employees in similar jobs. Accurate market comparisons for the purpose of setting pay bands make accurate class series assignment critical.

Some occupations are fairly obvious. They require specialized training, licensing or are widely recognized. Others are not as easily identified. This guide assumes that the obvious matches, such as accountants, nurses, or social workers are based on the predominant work and/or occupational requirements and will not require further analysis.

Other occupations, especially those specific to government, are less obvious. The information included in O*Net such as task lists, knowledge, skills and abilities, or work activities can assist in making the needed distinctions. In some

cases, no adequate description exists in O*Net. In those cases, HRSS has developed descriptions in the same format as O*Net, which are available through MINE. There are several ways to locate potential classes:

- 1) Select the most appropriate major SOC group from the list of major categories on page 2. The only one of the 23 possible groups not used for State of Montana jobs is group 55, Military Specific Occupations.
 - a. You can look at all of the occupations in that group on-line at <http://online.onetcenter.org/find/> by either putting the number of the major group in the search box or browsing by job family. The job classes developed for the State of Montana are available on MINE. Go to "Personnel" in the Enterprise Menu on the Home page and click on "Resources for HR Officers". Then click on "Classification", followed by "!Volume2BFMStandard". The state-specific classes are listed by major SOC group under "AdaptedONetDescriptions".
- 2) Look for the most likely occupational match by title. Clicking on the title will provide a brief description of the occupation, representative tasks and other information you can use to match the job being classified to the closest occupational family.
 - a. The first two digits of all job codes match the appropriate major SOC group. The third digit corresponds to the minor group, which are numbered 1000, 2000, etc. For example, Accountants, a financial operations occupation, are found in major group 13, minor group 2000 and the job codes begin 132xxx. You can use these numbers to narrow your search.
 - b. You can also enter a job title in the search box on the O*Net page. This will generate a list of potential occupational matches. The relevance score in the first column will point out the most likely matches in descending order. The descriptions may include a list of alternative titles as well. In some cases we used one of the alternative titles in our inventory of occupational titles instead of the SOC or O*Net title, especially where the alternative title was closer to the previous title for a class. Some State of Montana titles will not generate a list of potential matches, particularly where we could only match to the "All Other" group in SOC or O*Net. In those cases, you will need to use the crosswalk under !Volume1Classification Inventory to locate the associated O*Net group.
 - c. MINE has inventories of occupational class titles that can be found following the instructions in 1 (a) under !Volume1Classification Inventory. These are the titles and job codes found in the Job Code Table in SABHRS listed by pay plan. In the same file is a crosswalk that matches our titles and numbers to the associated O*Net occupational group, which

is useful to locate information about a state title necessary to make an occupational match.

- 3) Look for the closest match possible. The job code table really outlines occupational families rather than specific occupations or jobs. There may not be a perfect match in either O*Net or the Montana specific titles.
- 4) Consult agency pay plan rules, which may differ from these guidelines.
- 5) If there is no acceptable match in either O*Net/SOC or the Adapted O*Net Descriptions, submit a memo or letter to the HRSS bureau requesting a new class using the Class Development guidelines below.

Apprentices and trainees are classified with the occupations for which they are being trained, while helpers and aides are classified separately. Similar to the OES system, when an occupation is not included as a distinct detailed occupation in the SOC system, it is classified in the appropriate residual occupation. Residual occupations are “all other” occupations in a major, minor, or broad group that are not classified separately, such as 13-1190 Miscellaneous Business Operations Specialists. In many cases these are associated with Montana-specific classes. For example, the class Administrative Specialist does not exist in either SOC or O*Net and describes a common collection of administrative duties in many agencies. This occupational class is associated with SOC occupation 13-1190.00, Business Operations Specialists, All Other, and the job codes all begin ‘1319’. A description of this occupation as defined for State of Montana positions is found in the MINE files.

When workers may be classified in more than one occupation, they are classified in the occupation that requires the highest level of skill. If there is no measurable difference in skill requirements, the worker is included in the occupation in which he or she spends the most time or in the occupational area most likely to be recruited to fill the job.

Supervisory and Managerial Occupations:

SOC major group 11, Managerial Occupations includes top executives and managers. Groups 33-55 recognize “first line managers and supervisors” for these occupational groups. In addition, specific supervisor and manager classes tied to certain professional occupations have been developed for State of Montana jobs. Allocation to these classes requires consideration of predominant work, supervisory/managerial definitions, and OES data regarding the distribution of these occupations in state government.

According to SOC guidelines, supervisors of professional and technical workers usually have a background similar to the workers they supervise and are, therefore, classified with the workers they supervise. Likewise, team leaders,

lead workers, and supervisors who spend at least 20 percent of their time performing work similar to the workers they supervise, are classified with the workers they supervise. Supervisors of production workers who spend less than 20 percent of their time performing the same work as the workers they supervise are classified separately. First-line supervisors/managers are generally found in smaller establishments where they perform both supervisory and management functions, such as accounting, marketing, and personnel work.

We have adapted these guidelines somewhat to fit our systems better. Allocation to a supervisory or managerial class requires that supervision or management is the predominant work. Since we define predominant work as the work that occupies 50% or more of the total work time, using the predominant work limitation means we will be reasonably close to the SOC standard without having to make a separate determination for occupational classification.

The definition of supervision for the purpose of administering pay is somewhat different from the occupational definition. The list of typical tasks for any of the first line managers and supervisors in O*Net and in our state descriptions includes tasks not associated to supervision as described in the MSO section of the Statewide Classification Plan. To decide if a position belongs in a supervisory class or not, you need to consider both the more typical supervisory tasks, such as performance evaluation or discipline and the tasks O*Net associates with first line supervision such as resolving work unit problems having to do with things like equipment performance, output quality, and work schedules. State position descriptions or profiles frequently list these areas under separate headings with separate percentages that can be combined to determine how much of the job is first line supervision or management. This means comparing the whole job with the O*Net or state description to determine if it should be allocated to a supervisory class or not. For example, the list of tasks from the O*Net description for an Administrative Support Supervisor (First-Line Supervisors/Managers of Office and Administrative Support Workers) includes the following that are not part of the MSO description of a line supervisor:

- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Interpret and communicate work procedures and company policies to staff.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.

- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Develop and/or update procedures, policies, and standards.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Develop work schedules according to budgets and workloads.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Discuss work problems or grievances with union representatives.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.

SOC conversion and/or setting Pay Plan 020 codes require differentiating between “managers” and “supervisors”. MSO levels from the Statewide Classification of a job are helpful to a point. Levels 1 and 2 are clearly supervisory, while levels 4 and above are managerial. However, level 3 and possibly a few at level 4 are problematical. Using SOC categories and setting compensation levels hinge on making that distinction. The following definitions differentiate between executive, managerial and supervisory work.

SOC major occupational group 11 describes Managerial Occupations. Typically state governments do not assign positions lower than bureau chief to occupational categories in this group.

Executive: These positions secure and allocate human, financial and other resources to accomplish the agency mission, establish organizational standards as the basis for performance management, and are concerned with organizational performance and the “big picture”. Responsibilities include establishing operating goals, directing the overall work of the organization toward these goals, and monitoring results in order to plan the nature, content and extent of operations, organizational structure, and budgets. Usually the highest level of authority in the organization these positions should be the only classified positions allocated to Operations Manager in group 11 (Division Administrators, Deputy Directors for example). Private sector alternative titles for these occupations include Chief Executive Officer, Chief Information Officer or Chief Financial Officer.

Managerial: These positions are responsible for a function, program or sub-program of the organization and are concerned with overall program performance and longer-term objectives. Responsibilities include planning, selecting, and devising methods or procedures to achieve assigned goals. They supervise overall staff activities by monitoring output (both quantity and quality) in order to determine if changes in processes or priorities are needed and are responsible for operation, priorities, setting deadlines and manipulating organizational structure in order to facilitate achieving organizational goals. Such positions report to a supervisor, set performance standards and do not necessarily monitor day-to-day performance of subordinates. These positions should be allocated to the managerial class in group 11 that is closest to the occupation of the highest level subordinates at the Bureau Chief level or to the occupational "first line supervisor/manager" class at lower organizational levels depending on the size and diversity of programs managed and the organizational level of the positions. For example, the chief of a Human Resources bureau would be assigned to the Human Resource Manager in group 11.

Supervisors: These positions are predominantly responsible for the day-to-day performance of subordinates and for the accomplishment of specific tasks or pieces of work. They monitor daily performance for adherence to standards set by a manager and may discipline or work with a manager to discipline employees. Such positions are typically concerned with work activities (assigning work, implementing and explaining methods, training) and short-term objectives. Positions will be allocated to the occupationally appropriate first-line supervisor/manager class or with their subordinates if supervision is over 50% of the job. Typically section supervisors or the chiefs of smaller, single function bureaus will meet these requirements.

When transitioning positions from the Statewide Classified plan to the Broadband plan, positions in the Statewide Classified plan that are considered lead workers will not be placed in a supervisory class, and only those line supervisors that spend 50% or more of their time in supervisory duties will be placed in a supervisory class. MCA 39-31-103 defines a supervisory employee for the purpose of labor contracts as "...any individual having authority in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, discipline other employees, having responsibility to direct them, to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature but requires the use of independent judgment."

Request for Class Development

The Bureau maintains lists of job titles and job code numbers by reviewing the inventory and adding or removing job titles and codes and by writing brief descriptions of specialized occupations as needed. The Bureau does consider establishing separate classes for narrower occupational groups than provided in

SOC and O*Net if this improves administrative efficiency. Agencies may request such classes if experience and market data indicate the need. A class consists of a job code that identifies a specific occupational title, and level.

The Bureau will develop new classes when the need for a new or additional class arises.

- ◆ Delegated agencies should submit requests for a new class through their Human Resource offices.
- ◆ The Bureau will not develop classes for positions that have not been reviewed and evaluated.
- ◆ Requests for new job codes must include an updated job profile, a job evaluation to determine level of work, and any supporting information used to evaluate the position and justify the need for a new class, and a written request for a new class or job code. This request should suggest an occupational title and SOC group, and list the reasons for a new class. In addition, the agency should provide information regarding the typical tasks performed, the knowledge, skills and abilities needed and the basic competencies for success in the occupation. Whenever possible, positions should be assigned to existing class series and classes.
- ◆ The Bureau will review the evaluation of the position to determine the best occupational match and appropriate level of work. If the review indicates a new class is needed, a new job code and occupational title will be developed using the following guidelines.

Criteria for Class Development

- ◆ The Bureau will develop classes for those SOC and O*Net occupational groups that occur in state government.
- ◆ Occupations that are not specifically or separately described in SOC/O*Net may have job codes and occupational titles assigned if:
 - There are different competencies required for occupational groups put into the same SOC/O*Net minor group.
 - Market analysis demonstrates different market salary rates occupational groups in the same SOC/O*Net minor. For example, Database Analysts and Telecommunications Analysts are combined in SOC and O*Net, while the Central States Compensation Association and Watson Wyatt provide separate descriptions and salary survey data, which were used to complete separate market analyses.

- The agency has a business need to track certain occupational groups and using a separate job title and code provides the only available method to report the necessary information.
 - An agency needs a job-specific title to find and recruit qualified applicants.
 - Licensing or other governmental requirements make a specific job title necessary.
 - Collective bargaining requires the use of specific job titles.
- ◆ In all classes, working titles that identify a particular job within a work unit may supplement or clarify the occupational title. For example, Training Manager and Exercise Training Officer are working titles that identify specific positions, both assigned to the Training and Development Specialist class series.
 - ◆ The Bureau will not develop new classes, job codes and occupational titles when:
 - The work processes are substantially the same as existing classes when compared to the O*Net information for the minor group and the job does not require different training, knowledge or competencies.
 - Market analysis information is not available from sources used by the Bureau.
 - The requested title and description span separate major SOC occupational categories. All new titles will be connected to an existing occupational group or to a residual category such as 13-1190, Miscellaneous Business Operations Specialists.
 - The position has not been evaluated under the Benchmark Factoring Method.
 - There are few (5 or fewer) representative positions, unless the work and associated knowledge, skills and behaviors are clearly unique and unrelated to other positions in state government.

Occupational Titles

Titles for most jobs are the same as those found in SOC or O*Net (See Appendix A). Class titles may be adapted from these to more closely conform to state titling conventions, PeopleSoft limitations and/or agency needs.

The following titling conventions apply to occupational titles in the state's class inventories. Working titles may differ and are not found in the class inventories; agencies are encouraged to use uniform occupational descriptions in order to maintain consistency in titles.

- ◆ The titles used for positions at classification factor level 1 or 2 may include the designation Clerk or Aide. Positions at this level do not require specialized training beyond on-the-job experience or training to perform the predominant duties. "Clerk" typically refers to support work related to a professional

occupation (ex. Accounting Clerk) while “Aide” refers to more technical occupations.

- ◆ The titles used for positions at classification factor level 3 or 4 may include the designation Assistant or Technician. Positions at this level frequently require specialized technical level training. “Assistant” refers to occupations related to administrative work, while “Technician” refers to either a technical level of work in a professional occupation (ex. Accounting Technician) or a technical occupation.
- ◆ The titles used for positions at classification factor level 5 and above may include the designation Specialist or Technologist. Positions at this level usually require advanced technological training (Technologist) or professional training (Specialist). The Bureau will consider other professional titles, such as Analyst or Consultant for positions at this level and above based on the work performed and common usage, such as Budget Analyst. The title “Officer” will only be applied to occupations that are typically organized on a quasi-military structure and/or traditionally referred to as “officer” (Correctional Officer, Highway Patrol Officer, and so forth)
- ◆ The Bureau may use other classified titles for highly specialized work or work that has a widely accepted occupational title in the private sector (for example, Network Administrator) to facilitate using the keyword search function in O*Net or SOC. Agencies may use working titles to distinguish positions within the agency that more clearly define the level or type of work performed. Ease in using O*Net should be considered in selecting working titles.
- ◆ SOC groups supervisors of professional occupations with the occupations they supervise because they often need the same type of training, education, and experience as the workers they supervise. The Bureau will develop specific supervisor and manager classes tied to professional occupations as requested based on the class development criteria described above. Allocation to any managerial class requires supervision or management as the predominant work. Groups 33-55 recognize “first line managers and supervisors” for these occupational groups. Titles that include the designation “supervisor” must meet the criteria for either a line supervisor or a supervisor manager (MSO levels 2 or 3 in the Statewide Classification Plan), with the additional requirement that these duties be predominant. Those titles that include the designation “manager” must meet the managerial criteria established at MSO levels 4 and above in the Statewide Classification plan; typically these titles will be found in SOC major category 11. Development of these classes must follow the guidelines set above for the development of new classes.

- Only classes linked to SOC major group 11-0000, Management Occupations will be titled “manager”. In those SOC major groups with a “First Line Managers and Supervisors” minor group, the occupational title will include “supervisor/manager”. Professional classes that do not have a SOC minor group for first line managers and supervisors may have a supervisory group added, which will include “supervisor/manager” in the title.
- Professional supervisory classes added to SOC professional groups will be grouped with the major occupational category. In order to place a position in such a professional supervisory class, subordinates must be in the same professional occupation and supervision must be the predominant work.
- These titling requirements do not mean that positions with lead work supervisory duties, non-predominant line supervision, or non-predominant supervisor manager responsibilities will not be awarded MSO points in the Statewide Classification Plan. Agencies may make salary adjustments for these types of supervisory responsibility under the Broadband Plan. They simply mean that these types of supervision will generally not be recognized as separate occupations.
- ◆ SABHRS has a 29-character limit for job titles in the job code table. A number of SOC/O*Net titles and/or state titles extend beyond this limit. In addition, some state titles are a better description of the work than the SOC/O*Net titles. In order to meet the title length limit and to maintain some of our state titles, the following rules were adopted. These rules make it possible to use word searches efficiently in O*Net and in SABHRS and maintain consistency in titles used.
 - All SOC/O*Net titles will be shortened by: 1) eliminating all qualifying phrases (...except for, etc.); 2) eliminating all words such as “and” or “the”; 3) eliminating the ending “s” on titles; (Accountant instead of Accountants, etc.); and 4) eliminating punctuation.
 - The shortened SOC/O*Net title or state title will not be abbreviated unless necessary to meet the 29-character limit.
 - All titles will be shortened when necessary using the following abbreviation rules, in order: 1) use standard, 3-letter abbreviations for level indicator in titles (technician, specialist, etc); 2) use standardized 3- or 4-letter abbreviations for other regularly occurring terms (inspector, system, etc.); 3) remove suffixes such as “ing”; and 4) remove spaces between words. Occupational terms should be kept intact if possible as these are the most essential to conducting efficient word searches.

- Usually the shortened O*Net title or state title must generate a limited list of possible matches (1-10 in most cases), including the appropriate O*Net category match when entered into the “Keyword” search under “Find Occupations”. In a limited number of cases this may not be possible within the length limitations; an acceptable alternative is a title that does not have any matches in O*Net. In such cases, the only way to find the O*Net match is through the number.

Job Code Numbering Conventions

The numbering system derives from the 1999 Standard Occupational Classification system (SOC). Knowing the basis for these numbers helps determine the appropriate class of a position. The SOC classifies jobs at four levels:

- ◆ Major group
- ◆ Minor group
- ◆ Broad occupation
- ◆ Detailed occupation

All occupations are clustered into one of 23 major groups, represented by the first two digits; the third digit represents the minor group; the fourth and fifth digits represent the broad occupation; and the sixth digit represents the detailed occupation. A number ‘9’ indicates residual occupational classifications.

In the state numbering system, the first three digits correspond to the first three SOC digits. The fourth digit represents the broad occupational groupings defined in SOC. The fifth digit is an even number for 060 and 068 jobs and an odd number for 020 jobs. The final digit defines the relative grade or corresponds to the pay band.

For example: SOC group 13, Business and Financial Operations Occupations, includes both 13-1000, Business Operations Specialists and 13-2000, Financial Specialists. State of Montana codes for administrative or business operations occupations begin with ‘131’ and for financial or fiscal occupations with ‘132’. “Accountant” and “Auditor” are typical financial occupations and the following table shows how the numbering system applies to positions in these occupations in both the Statewide Classified Plan (060) and the Broadband Plan (020).

Job Code	Job Title	Pay Plan	Band/Grade
132115	<i>Accountant</i>	020	05
132116	<i>Accountant</i>	020	06
132117	<i>Accountant</i>	020	07
132135	<i>Auditor</i>	020	05
132136	<i>Auditor</i>	020	06
132137	<i>Auditor</i>	020	07
132102	Accountant	060	12
132103	Accountant	060	13
132104	Accountant	060	14
132105	Accountant	060	15
132106	Accountant	060	16
132107	Accountant	060	17
132122	Auditor	060	12
132123	Auditor	060	13
132124	Auditor	060	14
132125	Auditor	060	15
132126	Auditor	060	16
132127	Auditor	060	17

To get information from O*Net on these occupations, you could either put the title or 13-2 into the search box on the O*Net “Find Occupations” page (<http://online.onetcenter.org/find/>). Using the number search this way will also give you a list of related occupations that may be useful in figuring out the most appropriate occupational classification for a particular job.

Working Titles:

Working or functional titles describe the purpose or function of a job more completely than the occupational title based on SOC and O*Net. For example, all accountants are grouped together. An agency may differentiate between the overall responsibilities of accountants by using working titles such as Grant Accountant or Tax Accountant.

Such titles should adhere to the titling conventions above as closely as possible though that is not required as these titles do not become part of the Job Code Table in SABHRS. They should also be consistent with common usage and may be used in place of the job title in vacancy announcements, on business cards, etc. Sources for working titles include the lists of sample reported titles in O*Net and the Dictionary of Occupational Titles (<http://www.oalj.dol.gov/libdot.htm>). Both of these will link to the occupational categories in SOC.

Appendix A is a breakdown of the SOC major groups. Further information on this numbering system can be found at http://stats.bls.gov/soc/soc_majo.htm.

Appendix B is a list of standardized abbreviations used in developing class titles

Classification and Pay Bureau Responsibilities

In the matter of personnel classification, the Human Resources Standards and Services Bureau (the Bureau) of the Department of Administration (the Department) **develops** and **maintains** the personnel classification plan for all state employees, with some exceptions. Sections 2-18-101-107, MCA describe groups of employees, such as the personal staff of elected officials, which are exempt from the classification provisions of part 2.

Development

- ◆ The Bureau may adjust the criteria used for allocating positions. Included are adjustments to: a) the factor level descriptions, b) class series, and c) benchmarks.
- ◆ The Bureau will consult with representatives of bargaining units when changes to the factor descriptions, standards, or the point ranges affect covered employees. (2-18-203 (1), MCA)

Maintenance

- ◆ The Bureau adjusts the classification of positions to reflect significant changes in duties and responsibilities. (2-18-203 (1), MCA)
- ◆ The Bureau investigates and responds to employees' classification appeals.

Technical Assistance to Agencies

- ◆ The Bureau has responsibility for the integrity and oversight of the classification methodology and provides technical assistance and training to agency staff. Training includes classification principles and practices and writing job profiles.
- ◆ The Bureau provides interpretations of classification issues and provides advisory opinions on the classification of work.
- ◆ The Bureau conducts classification reviews of occupations, series, or organizational units to establish correct classifications upon request by agencies and as staff time and work load permit.

Monitoring Delegated Classification Authority

- ◆ 2-18-102 (2), MCA allows the department to delegate authority granted to it under parts 1 and 2 to agencies that effectively demonstrate the ability to carry out the provisions of parts 1 and 2, provided those agencies comply with the policies, procedures, timetables and standards established by the department. Delegation requires a method of ensuring agencies demonstrate the ability to classify positions following the policies, procedures and standards established by the department. The Bureau's personnel classification responsibilities include review of classification actions by agencies that have delegated classification authority to ensure appropriate documentation and consistent application of the classification principles or when a pattern of improper classifications and disregard for the BFM procedures exists.
- ◆ The Bureau shares the results of classification reviews and provides information, training and support to agency classifiers to help them maintain inter- and intra-agency consistency in the application of the classification principles.
- ◆ Under current delegation agreements, the Bureau may revoke or suspend an agency's delegated authority for classification if there is a pattern of improper application of the classification principles or other failure to meet the terms of the delegation agreement.

Agency Authority and Responsibilities

In the matter of personnel classification, the Department may delegate the authority to classify positions to agencies. A formal delegation agreement outlines the responsibilities of the agency regarding classification.

Position Management

- ◆ Agency managers assign the duties and responsibilities performed by each subordinate position. 39-31-303 MCA
- ◆ Agencies maintain a current and accurate position description for each position.
- ◆ Agency supervisors ensure that the work employees perform is the work described by the job profile and work with employees and managers to maintain updated profiles that accurately describe the work.
- ◆ Agencies without a delegation agreement must provide a new position description and other appropriate documentation to the Bureau when the duties and responsibilities of a position substantially change. The agency shall request a review for proper classification.
- ◆ Agencies with delegation agreements are expected to publish new or revised job profiles and job evaluations in a directory that the Bureau and other agencies can access. The Bureau will review overall classification actions regularly for upgrades and downgrades and will request posting of this documentation if it is not found. In addition, the Bureau will review random classification changes for accurate application of the Benchmark Factoring Method.

Communication with Employees regarding Classification

- ◆ Agency managers and supervisors should inform employees about classification actions that affect them, including position and occupational reviews.
- ◆ Agency officials must inform employees of their rights and responsibilities regarding the classification system, classification procedures, and the classification appeals process.

Participation in Occupational/Organizational Reviews:

- ◆ Agency managers are expected to provide background information regarding their use of occupations for classification reviews.
- ◆ Agency managers and supervisors will have the opportunity to review drafts of classification standards as they are developed, and they may provide comments regarding their accuracy and adequacy.

III. SINGLE FACTOR CLASSIFICATION LEVEL

Level Definitions and Application

Broadband Classification System

Introduction

The classification factor measures the difficulty of work processes or methods, and the difficulty of the mental processes necessary to identify what needs to be done, and the knowledge and skills needed to perform the predominant work at a minimally acceptable level at the beginning of employment. The factor assumes that as the difficulty of work processes or decisions increases, so does the level of education and experience needed to perform the work.

The number and relationship of things that must be considered in performing the work define the level of work. The answers to the following questions will help determine the proper classification factor level:

- What choices or decisions are required to perform the assigned work?
- What factors or information must be considered in making these choices and decisions?
- What is the nature and relationship of the factors or information? Are they complete and directly applicable, or do they involve unusual circumstances and incomplete or conflicting data?
- How are procedures or processes carried out?
- What is the typical level of education and experience required to perform the work?

Difficulty and originality increase as differences in courses of action, refinement of methods, or development of new techniques, concepts, theories, or programs are necessary to solve problems.

The originality and resourcefulness required to solve problems and the difficulty of the problems solved have a direct effect on the level of knowledge and skills needed to perform the work. Generally the level of education and experience needed to perform the work increases as the difficulty of the work increases. This factor considers the knowledge or skills necessary to perform the predominant duties assigned to the position at a **minimally** acceptable or entry level. In other words, what is the lowest level of competence needed to accomplish the work. It

does not include experience, education, or training developed on the job after appointment or the level of competence that might be expected of an experienced or top performing employee.

Evaluation of this factor is based on qualities inherent in the work itself, apart from the organizational or functional setting. For example, two positions in the same organization perform similar duties and tasks, report to the same supervisor under similar levels of supervision. Both positions require a significant amount of time spent gathering and analyzing data. One involves developing models and designing studies, gathering and analyzing data to develop and test solutions to unique problems. The other position gathers and analyzes data to determine how results compare to standards or to modify established processes to more efficiently resolve recurring problems. The mental processes involved in the predominant work make the first position more difficult.

The Benchmark Factoring Methodology as outlined in the previous chapter applies to this factor. The number of duties or amount of work at a given level of difficulty does not increase the factor level assigned. It is assigned based on the difficulty of the work performed at least 50 percent of the time. More work or additional duties do not necessarily increase the overall difficulty of the work or the factor level assigned. Knowledge or skills that may be needed to perform non-predominant work at a higher level than the predominant work can be considered when setting proficiency levels and in setting pay within a pay band, but do not increase the overall classification factor level.

There are considerations that will affect pay outside of the classification of a given position. For example, organizational changes may result in more duties at the same level of difficulty. This would not affect the allocation of the position to a given pay band, but management may choose to recognize the change through pay. For example, an agency can use a pay strategy such as a lump sum payment to recognize a temporary change or increase in duties. Non-predominant work at a higher level than the classified level can also be considered in setting pay within the classified pay band.

Application Guidelines

Classification factor levels are established in a logical hierarchy from the least difficult or complex to the most difficult. The first level consists of simple clear-cut procedures with few steps and limited choices based on easily recognized facts or objects. On the other hand, the highest level involves developing or applying complex systems, resolving critical problems that may require synthesis of conflicting concepts or viewpoints to reconcile opposites into a unified whole; choices are frequently ambiguous based on accurate interpretation of vague concepts or legislative intent.

Each factor level discussion includes:

- A statement of the mental and physical operations involved in applying procedures, techniques, or theories when performing the predominant work. This includes a description of the typical work elements and examples of tasks at that level of competency.
- Typical work examples demonstrating the application of the intent of the factor level language.
- A description of the knowledge or skills needed for minimally acceptable performance of all duties and the education or training and experience **typically** needed to perform them.

The descriptions of the knowledge and skills typically need to perform work at each classification level are somewhat different than those found in the Statewide Classification Plan. In that system Knowledge, Skills and Abilities (KSA) is a separate factor that applies to the non-predominant work as well as the predominant work. Therefore, it is possible for a position to have different levels for Complexity and KSA, with the latter usually higher to account for non-predominant work that is more difficult than the predominant work. The single classification factor applies strictly to the predominant work and in order to ease the transition from the Statewide Classification Plan to the Broadband Classification Plan, the typical education and experience levels were adjusted to help take this possibility into account. In addition, salary and job comparisons using the single factor, which considers only the difficulty of the tasks and duties, have shown that the education and experience levels as stated here are more consistent with the level of work described. These education and experience statements are **not** intended to replace analysis and evaluation of the job duties in terms of the factor level descriptions.

Following the factor level discussions are lists of current benchmarks, both by class code and by factor level.

Definitions of terms used in the classification factor descriptions:

- **Knowledge** is the technical or professional information acquired through formal education, training, or personal experience needed to perform the job. Knowledge may be either “knowing about something,” or “knowing how to do something.” Knowledge can be obtained in a variety of ways besides formal education. Job

evaluation should consider the breadth or depth of knowledge needed rather than the specific means of gaining it.

- **Skill** is the proficient application of knowledge or training, and behavior in completing a job, tasks or duties that involve physical or mental activities performed with ease and precision. The demonstration of skill implies the possession of prerequisite knowledge and abilities used actual physical or mental activities, such as operating various types of equipment or performing mathematical calculations.
- **Behavior** describes the way a person acts under given circumstances. This observable information about personal characteristics provides evidence that needed abilities exist. The single classification factor uses the term ability to describe areas in which an employee will need to demonstrate specific behaviors.
- **Ability** is a capacity or propensity to acquire the skill needed to perform a specific task or duty. Abilities are broader, more abstract aspects of human performance than knowledge or skills. Having or using an ability implies having and using a certain level of knowledge. For example, knowledge of arithmetic is required for numerical reasoning ability.

Required knowledge or skills must correspond to the worker characteristics needed to perform the essential work as documented through job analysis. A growing body of case law and federal guidelines make it clear that the application of minimum qualifications is a “test” in the same sense as an aptitude or performance test. Creating knowledge or skill requirements that cannot be demonstrated to be job-related causes an adverse impact on women and minorities, and has been found to constitute discriminatory practices by the Equal Employment Opportunity Commission and the courts. Therefore, accurate classification requires careful matching of the qualities or difficulty of the work with the knowledge and skills required for performing it.

Using the Classification Factor Level Definitions

Allocating a position to a particular factor level requires evaluating the job duties by comparing the predominant work to the factor level descriptions. The classifier should focus on the intent of the factor level language rather than the descriptions of the typical education and experience required at each level. Any consideration of education and experience levels is secondary to this comparison and may not be used to determine or justify factor level allocation. The education and experience statement can be used to help verify correct factor level choice. The classifier should follow these steps:

- ◆ Identify the predominant work using the **predominant duty rule** described in the previous chapter.
- ◆ Compare the **predominant** job tasks and duties as described in the job profile or position description to the factor level descriptions, beginning with level 1 and reading up to the first level that completely describes the predominant work.
- ◆ Select the factor level description that best describes the **predominant** work of the position according to the application principles described in the methodology chapter. The factor level language, not the education and experience, determines level assignment.
- ◆ Compare the work to similar benchmarks. Benchmarks that include all seven factors may be used if necessary. In this case, only the complexity argument should be compared to the work in the subject position. The level of knowledge and skills required to do the predominant duties in the benchmark can be reviewed as a final check, but should not be used to justify the comparison if the predominant duties in the benchmark and the subject position are otherwise not at the same level.
- ◆ As a final step to verify factor level allocation, the classifier may compare the typical level of education and experience for the factor level with the level of knowledge and skills stated in the job profile. This comparison may not determine the overall classification factor level.

Generally the factor level definitions apply to the characteristics of the non-supervisory duties. Supervisors, managers, and executives have varying degrees of responsibility for the employee-employer relationship, covered by federal, state, and agency regulations, requirements, and policies. The depth of responsibility depends on the position's responsibility for supervising or managing people. Some supervisors, managers, or executives may not possess subject matter knowledge equal to that of

the subordinates; however, they must have knowledge of supervisory and managerial practices. For instance, a manager may not have working knowledge of jurisprudence, but may be responsible for supervising an attorney. Supervisory duties that relate to supervising people are treated as a separate compensation issue.

Classification Factor Levels

Level One

Work involves limited steps in which choices are apparent with proceeding steps depending on previous steps. Procedures are clear-cut and work elements are easily recognized objects that are commonly distinguished from other features. Data (or objects) are transferred from one format (or location) to another without making changes or corrections. Work requires basic literacy and the ability to operate simple tools and equipment.

Work Examples

Office Clerk

Work consists of compiling, filing and mailing procedures that involve no more than a few steps. Each step, such as copying a document, compiling into a bin by addressee and mailing out in one weekly mailing, is dependent on the previous step. Such tasks are clear-cut and directly related. Typical work elements involve documents that have easily recognizable features such as attached written instructions, names, or alphabetical or chronological characteristics. Such work involves operating a copying machine by executing a few steps.

Laundry Worker

Work consists of simple, clear-cut procedures in the collection, laundering and distribution of bedding, towels and other linens. Work involves no more than a few steps where each preceding step is dependent on the previous step. The machinery, such as washing machines and folder/mangle, used requires only a few simple steps to operate and others perform any necessary adjustments or maintenance to the machinery.

Food Service Worker

Work consists of a number of easily learned tasks in the setting up of food for consumption, cleaning and sanitizing food service equipment and food service areas. Well-established work methods and guidelines that leave little discretion determine the course of action. Few variations exist within assignments. Tasks are frequently repeated. The work involves the use of a dishwasher that is operated by executing a few steps.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The knowledge and skills needed are typically reached through completion of education or experience beyond grade school, up to a high school degree or equivalent training and experience. Any further training is typically acquired on the job.

Level Two

Work involves the semi-skilled to skilled application of a combination of procedures, methods and techniques to routine, recurring assignments. Procedures are frequently repeated and involve related or sequential steps; the order of processes or operations may vary to efficiently accomplish the work. Data or work elements are compared, corrected or brought into compliance with established standards or criteria. Typical work elements are categorically related but may have different requirements or include a combination of processes in order to complete a task. Work requires sufficient knowledge of work processes to identify factual differences between a number of recognizable situations to properly choose and sequence activities or processes.

Work Examples

Office Clerk

The work involves the skilled application of closely related methods to routine, recurring assignments. Tasks related to the finding or assigning of tax account numbers involve several steps that may vary in order to efficiently sequence tasks. For example, searches may be made to locate the tax account number for a payment, and it may turn out that the business does not have an established account. This would then require entering the business on the system and assigning an account number. Such work, as well as batching, logging and processing forms, involves actions that require discerning differences of a factual nature between a few recognizable situations. Examples include separating forms based upon the type and completeness of the form, and adding up totals from one set of forms and comparing to totals on another form.

Employment Services Assistant:

Work consists of semi-skilled application of a number of related methods and techniques in data entry, unemployment insurance claims-taking, public contacts and interviewing. Assigned work includes comparing details on unemployment insurance forms and registration forms with standards, noting deviations from the standard and making minor corrections to bring forms into compliance.

Baker

Well-established procedures and sequential steps govern the kind and amount of product to be made. Procedures are frequently repeated and assignments are generally recurring. Duties include multi-step procedural assignments involving the determination of appropriate procedures and processes. For example, this position would follow a standard recipe in order to make a cake and would make appropriate procedural decisions based upon flavor or type of cake required as well as ingredients available.

Licensing, Certification & Permitting Clerk

The licensing and renewal processes involve discerning whether certain materials are included with the application, such as an exam and passing score, documentation of inspection, documentation of good physical health or correct fee. This involves discerning differences of a factual nature between a few recognizable situations. Tasks in the process may be problematic because of the sequencing and may vary depending upon information submitted. For example, while some applications received may include all the information necessary for licensing, others may not. If the proper information is not included, the proper procedure may require referral to an inspector or back to the applicant for resolution/correction depending on what is missing.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge and skills are typically acquired through completion of a high school degree and 1-2 years related experience and/or training, or the equivalent.

Level Three

Work involves systematic, detailed, skilled application of related methods and techniques, and examination of multiple procedural or technical variables. Typical work requires the selection of appropriate courses of action based upon identification and examination of data. Decisions are based on a combination of variables that are readily observable in nature, and modification of the structure of work elements, the content of the data, or basic work formats. Work requires the knowledge of appropriate standardized procedures, or sources of information, and the ability to determine courses of action based upon standardized rules and regulations, or the skill to operate tools and equipment that require some training or the completion of on-the-job training programs.

Work Examples:

Clerk Supervisor

Assigned work is illustrated by examining the observable and functional characteristics of various driver privilege documents, new or amended driver control actions and processing errors; and determining a course of action based upon a combination of variables. This is the selection of appropriate courses of action based upon identification and examination of the data.

Accounting Technician

The position reviews/examines vendor and SABHRS data to process claims and respond to claims inquiries. The tasks related to the processing of claims are procedural and the practices and techniques are all well established. The position is required to determine the adequacy of the information and its conformity to programmatic procedures and policies. Skilled application of related methods/techniques and examination of multiple procedural variables is characteristic.

Licensing, Certification, and Permitting Technician:

Assigned work consists of the application of systematic and detailed procedures such as verifying training, out-of-state status and qualified sponsors, and administering examinations. The assignments are categorically related certification or re-certification but have features such that different processes are applied. The incumbent must decide a course of action depending on a combination of variables in the certification process. This is the selection of appropriate courses of action based upon identification and examination of this data. This work is not highly detailed, diverse nor does it involve unrelated methods and techniques.

Eligibility Assistant:

The work consists primarily of systematic and detailed procedures. The knowledge of a body of standardized rules and regulations and basic office procedures. Requires a general knowledge of interviewing techniques to gather information through initial client contact. This is the selection of appropriate courses of action based upon identification and examination of this data. The ability to select the appropriate procedures and sources of client information is necessary to proceed with benefits determination. Decisions are based on a combination of variables that are readily observable.

Duplicating Press Operator:

Assignments are somewhat varied, involving the skilled application of several related methods and techniques. Must have the ability to carry out complex printing procedures, selecting proper procedures and methods to complete the process. Decisions require modification of the structure of work elements, the content of the data, or basic work formats.

Maintenance Worker:

This position performs a wide variety of related manual and semi-skilled work, repairing and maintaining buildings, grounds and related facilities. The assigned work requires the ability to choose the correct procedures from a variety of systematic and manual and semi-skilled maintenance methods and techniques to accomplish tasks.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge and skills are typically acquired through completion of high school and 2-4 years job-related experience and/or training.

Level Four

Work involves seeking out and gathering data that is not readily available, summarizing and drawing conclusions from data, and/or fabricating and composing work elements into new arrangements. Procedures include: interpretation of data, information and guidelines; coordinating pre-determined, sequential activities to complete projects in a project-driven work environment; and evaluation of related procedures and circumstances. Work requires knowledge of an occupationally specialized vocation, in which procedures may be modified to fit conditions.

Work Examples

Accounting Technician

Work involves the interpretation to the applicability and intent of contract language. Prior to interpretation of data, this position may need to gather data that isn't readily available through the location and extrapolation of the data from the contract then summarizing and drawing conclusions from this information. Assignments are varied and reflect a range of accounting activity. Methods are unrelated because of the diverse financial functions.

Information Systems Operator

Work involves gathering data from users that may not be readily available when interpreting the nature of the connection to the state system. This position involves a variety of assignments that require the interpretation of data and drawing conclusions as to the appropriate corrective action to be taken.

Electronic Equipment Technician

Work requires searching, interpreting, and summarizing information needed in order to troubleshoot hardware problems. Work elements involve gathering data that requires interpretation of a combination of variables and resolution of problems.

Licensing, Certification and Permitting Specialist

Work involves the skilled application of detailed methods and techniques. This position is responsible for various detailed licensing/certification/permitting processes, which involve a variety of subsidiary processes as well as for less routine, recurring work such as monitoring licensees by facilitating a detailed complaint process. This position provides input into the rules, regulations and legislation governing the licensing, certification and permitting program processes by searching for and/or gathering data that isn't readily available and requires interpretation. This input involves fabricating or composing new or significantly modified guidelines.

Maintenance Worker

Work involves less routine, unrelated assignments such as constructing cabinets, repairing boilers, rewiring electrical circuits, or replacing plumbing parts. Requires fabricating or composing new or significantly modified objects such as carpentry, electrical, and plumbing duties. Work also consists of skilled application of a number of unrelated methods and techniques to a variety of maintenance assignments. This position performs skilled work and supervises the repairing of heating and plumbing systems and duties in electrical, carpentry, welding, masonry and plumbing work of a maintenance nature.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge and skills are typically acquired through the completion of high school followed by 4 or more years of job-related experience **or** completion of a work related vocational program or post secondary curriculum and 2 or more years of job-related experience.

Level Five

Work involves the application of professional principles and practices to perform standard, recurring professional assignments. Procedures require analysis of interrelationships of multiple variables and their applicability to practical problem solving. Data may be conflicting or scarce, and work assignments require extraction of data from a wide variety of sources, and determination of its applicability, suitability and quality. Work requires professional knowledge of the rules procedures, methods or operations related to an occupation or a professional field and the ability to apply these to a practical level of problem solving.

Work Examples

Administrative Officer

Work involves using intellectual analysis and evaluation and the application of professional principles and practices to the standard activities of grant administration and writing. Work elements involve procedures that include extracting and considering data regarding reclamation activities and refining procedures based on changing standards from the Office of Surface Mining. The position interprets data to determine the best methods and procedures to expedite obtaining grant monies and selecting contractors to accomplish project activities. Assignments are routine in that basic methods and procedures for the grant and project process are in place. Work elements such as tracking complex grant procedures and assuring staff and contractor compliance with regulations require extended experience with agency procedures and requirements.

Registered Nurse

The work consists of intellectual analysis and evaluation in the application of principles and practices of nursing to professional assignments. Assigned work involves extracting information from the patient; examining details of the patient's medical history and present illness, considering the applicability of information including the symptoms associated with a variety of illnesses and resolving medical problems. This work requires solving practical problems by determining how the concepts of nursing and the instructions found in standing orders apply to each patient.

Engineering Project Technician

The work consists of advanced technical assignments involving the application of design plans and specifications and highway construction procedures to projects in order to resolve practical reconstruction or construction problems. Typical work elements involve a full range of work from coordinating and estimating a wide range of project data to resolving contractor conflicts by interpreting and correlating data from designs and determining how highway construction standards apply or how specifications should be applied based on site circumstances. Projects assigned

typically include intricate urban projects, projects with difficult or unusual terrain details, or projects that have unusual or advanced technological processes.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge and skills are typically acquired through the completion of a Bachelor degree and 0-2 years experience.

Level Six

Work involves the application of the principles and practices of a professional field to diverse assignments in which conflict situations, ambiguous concepts or divergent views are typical. Work requires developing policies, new methods or techniques to resolve sensitive problems through individualized solutions to recurring problems or situations, based on data that is complicated and intricate. Plans or designs must be oriented to complex or uncommon sites, circumstances or natural resource features. Plans and approaches are based upon extensive information, or numerous variables and include determining the relative importance, and value of the data or variables. Modification and testing applications of known and accepted processes to new applications involves diverse parameters and work includes testing for soundness of approach. Work requires demonstrated skill and professional knowledge of a breadth of issues associated with an occupation applicable to complex and/or diverse assignments.

Managerial Level Six: Management of professional or mixed technical and professional work units; practical management issues and applications; limited range of management activities including revision and adaptation of methods and procedures & interpretation of complex practices, principles or regulations.

Work Examples

Compliance Specialist

Resolving complaints from insurance consumers requires considerable research and interpretation of actions of insurance agents, agencies, or companies. Complaints may be based on highly complicated underwriting issues, conflicting information, and misunderstandings, or in extreme cases, criminal intent. Work elements include determining chain of events, agent representations and intent, which is frequently unclear or ambiguous.

Programmer Analyst

Work consists of intellectual analysis and evaluation in applying the principles and practices of system design and computer programming to difficult, diverse assignments. Work requires assessment and development of applications systems. It involves determining the nature of relationships among diverse programming variables, requirements, and systems capabilities in the development of programming solutions.

Engineering Project Manager

Work involves advanced technical and project management work in administering, planning, and coordinating multi-faceted and diverse construction contracts. Projects include numerous contractors and sub-contractors. Duties require interpretation and

adaptation of design plans, resolution of designs to complex on-site project characteristics, and frequent conflict resolution with public and private entities. Analysis is required to make exceptions to guidelines and standards and adapt engineering design plans and specifications. Decisions are frequent and highly technical in nature.

Registered Nurse

The work consists of intellectual analysis and evaluation in the application of principles and practices of nursing to diverse professional assignments. Patient data is complicated and involved, and may be ambiguous, requiring interpretation or assessment of divergent views. Assigned work involves resolving difficult and sensitive medical and psychiatric problems through the interpretation or development of policies, techniques and methods. Developing nursing diagnoses and treatment recommendations includes determining the relative importance of diverse variables to develop solutions and treatment plans for each patient. Although work assignments are generally recurring in that the assessment, diagnosis and the development and implementation of treatment plans are always evident, the approach taken to resolve patient problems is individual to each case.

Managerial Work Example

Water Resources Regional Manager

Responsible for overall operation of multi-programmatic functions in regional field office. In assigned region, coordinates program activities with other federal and state agencies, other organizations, and public. Works with Bureau Chiefs, who represent various programs, to establish program goals, objectives, and work plans. Frequently, must assess conflicting situations among parties and resolve problems that involve interpretation of policy, precedent, and legal statutes. Develops and proposes policy and procedure to meet regional needs. Frequently, work involves unique and non-recurring elements.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge and skills are typically acquired through the completion of a Bachelor degree and 2-5 years related experience, or Master degree and 0-3 years experience, or a Juris Doctorate degree and 0-2 years of experience.

Level Seven

Work is conceptual/ theoretical in nature, and covers a range of topics in which data are typically subject to interpretation, are extensive and diverse, and in which relationships are ambiguous and undeveloped. Work is characterized by significant depth of analysis. The work involves the testing and application of theory to develop solutions to intricate and unique problems, or the creation of new design concepts and criteria for applications having minimal or limited precedents or guidelines. Coordinating segmented efforts to achieve cohesive approaches is characteristic of the work. Assignments are diverse and non-recurring and may involve testing the soundness of concepts or standards themselves or developing standards and parameters that determine policy or new approaches in a professional field. Typical tasks may include designing tests, studies, or data-gathering systems that lead to the development of standards or new approaches in a professional field, devising and evaluating concepts for approaches to new applications, devices, or broad policies, or developing models, prototypes, and systems that fill in gaps in current knowledge. Work requires professional knowledge, skill and ability sufficient to independently extend existing and accepted practices, rules, laws and policies.

Managerial complexity: Management of highly specialized or diverse professional work units; advanced management issues and applications; broad range of management activities including frequent organizational and operational changes, significant policy decisions & pivotal interpretations of conflicting federal, state and other regulations.

Work Examples

Information Systems Support Specialist

Develops statewide direction for software acquisition using knowledge of theories, principles, and practices of computer science; data management products; network capabilities; and computer operating systems, equipment, and software for both microcomputers and mainframe computers. The work requires substantial depth of analysis in the development of statewide software directions, training programs, and applications programs. Assigned work is developmental and involves evaluating new products, determining the importance of diverse software elements and the technical and budgetary consequences of implementation of new products on state agencies. Requires knowledge of concepts, theories, and developmental aspects of computer science, operating systems, equipment configurations and interrelationships, and software applications for both microcomputer and mainframe computer systems and the ability to independently apply the knowledge to develop new practices and procedures and to meet state agency demands.

Forensic Toxicologist

Determines the nature and extent of chemical involvement in a human death. The work involves substantial depth of analysis to determine cause in an unexplained death. Data analyzed cover a broad range of chemical, toxicological, pharmacological and biological concerns. Information includes facts such as apparent circumstances of death and details and evidence in the investigation that are unclear or are developing. This position performs chemical trace analysis that is unusually subject to interpretation due to the potency and toxicity of many drugs at extremely low levels, extensive pharmacological data due to rapid developments in new drugs and the infinite variety of available drugs. Work assignments involve determining the relative importance and value of diverse elements, characteristics of interrelationships and consequences of alternatives. For example, it is important to consider how the body fluids and tissues behave before and after death and where in the body certain toxins usually accumulate, how they are metabolized, and how they affect the body before a sample can be drawn for analysis. Gaps in information related to drawing appropriate samples are filled by the other facts of the investigation as well as chemical analysis. The breadth of unknowns, interplay between variables and potential for combinations is extensive. The work requires knowledge of a wide variety of applications in the toxicology specialty of forensic science, and the ability to independently apply this knowledge for the purpose of resolving cases of human death which may be precedent setting in nature and set the standard for other Forensic Toxicologists.

Managerial Work Examples

Engineering Manager

The position is responsible for the administration, supervision, direction, and coordination of the materials used in pre-construction, construction, maintenance, and bridge work. The work includes budgeting, planning, organizing and directing the activities of a major engineering function utilizing a knowledge of the theories, principles and techniques of civil engineering and materials engineering and a knowledge of administrative and personnel management. Work consists of managerial planning, coordinating, and implementing a diversified bureau of the highway engineering program composed of a range of technical and professional engineering functions. The work includes responsibility for the accuracy and quality of materials used in highway construction, the fabrication and testing of bridge materials, the investigation of geological abnormalities, and the quality and extent of related research projects. The work involves the resolution of materials problems which may require substantial technological analysis and re-search development. The incumbent develops materials policies and guidelines on materials related issues.

Resource Program Manager

Directs departmental programs within an assigned geographical region, including forest programs and subprograms, land use programs, and agricultural programs. Requires knowledge of multiple areas of resource management, budgeting and fiscal systems, personnel and organizational management, and a variety of state and federal laws and departmental rules and policies related to land management. The work consists of intellectual analysis and evaluation, applying the principles and practices of resource management using different and unrelated approaches and methods applied to a broad range of management assignments. The work includes devising new approaches and policies based upon diverse elements, their relative value and importance, and the consequences of alternatives. Managerial issues include coordinating the efforts of subordinate staff, cooperating counties, private individuals and industry, and other state and federal agencies to develop and achieve cohesive approaches to difficult and unique land management problems.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge is typically acquired through completion of a Bachelor degree and 5 – 8 years experience, or Master degree and 3-6 years experience, or Juris Doctor degree and 2-5 years of experience or Ph.D. and 0-3 years experience.

Level Eight

Work involves the development and application of systems or technologies, in which issues, facts and concepts cover an extensive range of economic, political and legal issues. Processes relate to major areas of uncertainty in approach, methodology, technological development or unknown/conflicting phenomena or requirements. Public awareness and interest are high, and related laws, rules and regulations are undergoing frequent change. Assignments involve synthesis of a broad range of topics. Data and issues may involve the interrelationships between conflicting federal and state concerns, or technological problems involving extensive data, intricate calculations and conflicting requirements. Work requires in-depth professional knowledge and the ability to integrate data from diverse and unrelated sources, which may be in opposition, to direct or implement organizational plans and major policy decisions, and to develop and implement innovative and comprehensive solutions to problems.

Managerial complexity: Work in the management of diverse organizational structures that provide complex and critical services; in-depth management issues and applications including top-level public policy decisions based upon competing and conflicting issues and concerns and public mandates affected by state and federal economic, legislative and legal constraints. Management includes determining organizational goals, staff resource needs, and integrating various program activities into the mission of the larger organizational unit, analyzing resources, organizational structure, legislation, legislative intent and other variables to develop policies, objectives and implementation strategies.

Work Examples:

There are no benchmark examples of non-managerial work at this level.

Managerial Work Examples

Career Executive Assignment

The work consists of administering diverse professional and paraprofessional work units providing services statewide using knowledge of federal and state program policies, mandates, directives, and intents, various related federal programs, departmental objectives and goals, government organization and central administrative processes. The services provided are not highly scientific (involving technical scientific theory and synthesis applied to a highly specialized field). Policy decisions involve competing State, federal, public, and internal mandates and constraints that are subject to frequent change, and affect diverse and critical services. This position uses extensive statistics to make and defend assumptions and conclusions regarding program effectiveness, problems and direction. Frequent interpretation of federal or state legislative intent and mandate is required in order to resolve conflicting or potentially conflicting directives. Services must be integrated with separate local and

regional services in widely dispersed areas of the state, each with unique requirements and potential conflicts. The work requires knowledge of the concepts and theories applicable to the administration of a professional field to determine the most efficient and effective delivery of services, given economic, social, legislative, and legal constraints.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge is typically acquired through the completion of a Bachelor degree and 8 or more years experience, Master degree and 6 or more years experience, Juris Doctor and 5 or more years experience, or Ph.D. and 3 or more years of experience.

Level Nine

Work is characterized by: development, implementation and/or application of convoluted management systems and technologies; breadth and intensity of effort involving several phases pursued concurrently or sequentially; isolating and defining unknown conditions; resolving critical problems, or developing new theories. Issues considered involve the need to reconcile conflicting laws, rules, legislative intent and/or viewpoints. The work involves in-depth, far-reaching inquiry and analysis of issues requiring the blending of disparate parts and elements into a whole. Processes require integrating analyses of data to discover facts and/or develop knowledge, concepts, or interpretations, and blending together the agency mission, relevant laws and administrative rules, new and developing legislation, rapidly changing technological, social, or other relevant issues into programs and actions to serve the affected public. Work requires knowledge of a professional occupation applied to in-depth and comprehensive inquiry and synthesis, to create innovative or novel solutions, and characterized by the breadth and intensity of effort required to isolate and define unknown conditions. This could include knowledge of government and administrative systems and practices, sufficient experience and skill to respond effectively to a highly sensitive public and associated political and agency relations, and the ability to assess hypothetical situations and impacts and consolidate a unified strategy in response to numerous critical issues and concerns.

Managerial complexity: Management characterized by innovative/novel applications of management theory; administers and directs essential public services and assumes role of chief state expert; develops overall agency missions and major policy aspects of related divisions and programs according to legislative intent or in the interest of the state. Serves as highest level technical contact for legislative committees through effective recommendations on intent and parameters associated with major state policies and laws.

Work Examples:

There are no benchmark examples of non-managerial work at this level.

Managerial Work Examples:

There are no benchmark examples of managerial work at this level.

Typical Education and Experience: this statement supplements the description of the work and may not be used to justify factor level allocation.

The required knowledge is typically acquired through advanced educational qualifications and 8 or more years of experience.

Definitions

Abilities Inherent and learned capabilities necessary for performing required duties and responsibilities.

Activity Distinct and specialized collection of duties designed to support or carry out a part of a program or sub-program.

Administrative work Work performed in support of the primary function or program of an organization. Administrative work involves documentation of actions in areas such as budget, personnel, program status, payroll and other support services for the primary purpose of controlling and providing accountability for the operations of an organization. High level administrative work entails development of administrative policy and procedures and making administrative decisions. Lower level administrative work involves the execution of administrative policies or procedures under clear guidelines.

Analysis An examination of the parts of a whole to find out their nature, proportion, function and interrelationship. As used in this text, the examination of the individual tasks assigned to a position to determine the knowledge, abilities and responsibilities required for successful performance.

Benchmark Position Description A description of a typical position covering the major duties and providing information about each factor as it exists in that job. It is designed to serve as a baseline to which other positions can be compared.

Class Positions grouped together based on similarity in kind or subject matter of work, level of difficulty and responsibility, and requirements of the work (e.g., similar knowledge, skill and ability requirements). Positions in a class are sufficiently similar in duties and requirements so that the same title may be used to describe all positions, and the positions can be treated alike for recruitment, selection, compensation and other personnel purposes.

Clerical Work Work performed in support of the primary function or program of an organization. Clerical work may include technical and supervisory responsibilities. Clerical work is characterized by such support services as typing, filing, receiving calls, responding to inquiries, taking dictation, maintaining records and financial books, making computations, scheduling events, distributing mail, preparing administrative reports and operating office machines.

Customized Services Services provided by an agency where the agency can tailor the services of several programs to meet the individualized needs of the recipient.

Duty A large segment of work performed, comprised of any number of tasks, which contributes significantly to the completion of a specific work objective.

Executive Determines and implements program goals to carry out the agency's mission.

Factor A compensable component of a position.

Factor Level The degree to which the particular element is present or absent from the position.

Function General category of related programs required to fulfill a mission or part of the mission of an agency.

Knowledge Familiarity with the facts, truths, and principles of particular subjects or fields.

Manager Accountable for the accomplishment of a function, program or subprogram that involves responsibility for planning, selecting or devising the methods and procedures to be used by the staff. The predominate work involves allocation of human and financial resources, staff development, discipline and grievance resolution and responsibility for the employer/employee relationship.

Mission Broadest mandate given to an agency to carry out a category of related services or functions. Most departments are charged with only one or two missions.

Mixed Position A position performing two or more unrelated duties.

Objective A description of work in terms of the results expected or output. An organizational objective, for example, describes one major and important result expected from the efforts of the organization. Duties are performed for the purpose of helping to accomplish one or more objectives.

Occupation A grouping of classes based on similarity of work without regard to level of work.

Occupational Family A group of classes at varying levels that are associated with a certain occupation. Example: LPNs, Professional Nurses, Psychiatric Nurses, and Nursing Services Managers are part of the same occupational family.

Para-professional work Work which is largely intellectual in nature and requires the regular exercise of discretion and judgement but is less complex than professional level work and requires less depth of knowledge. The work lends itself to more standardization than professional work.

Professional Work Work that is creative, analytical, evaluative or interpretive and is characterized by responsibility to exercise judgement and broad perspective in the application of an organized body of knowledge to make new discoveries and interpretations or to improve the data, materials and methods.

Program Distinct and specific process or collection of activities or planned and systematic efforts designed to support all or part of a function or to provide a service.

Standardized Services Services provided by an agency where the agency does not have the latitude to customize the services of several programs to meet the individualized needs of the recipient. The services provided are similar for all recipients.

Supervisory Work Work that is characterized by the assigning, directing and reviewing of subordinate employees work. A supervisor may exercise authority to effectively recommend hiring, transfer, suspension, layoff, recall, promotion

Sub-program Prescribed process or specialized collection of activities designed to support or carry out a part of a program.

Synthesis Integrating analyses of data to discover facts and develop knowledge, concepts or interpretations, especially where this requires putting opposing elements together to form a unified whole.

Task A single element of the assigned work. Any number of which may constitute a duty.

Technical Work The application of a variety of processes and procedures based on predetermined practices and precedents. The work generally does not include responsibility for predicting the effects of procedure changes or for appraising the validity of results on the basis of theoretical considerations.

Current Benchmarks Listed by Class Code

Class Code	Series Title	Benchmark Title	Factor Level
005018	Engineering	Civil Engineer	7
005021	Engineering	Engineering Manager	7
005022	Designer	Design Plan Tech	3
005024	Designer	Designer	5
005026	Designer	Designer	6
005037	Engineering	Water Res./Hydrolics Engr.	7
005045	Engineering	Structural Engineer	6
005054	Engineering	Environmental Engineer	7
013010	Resource Management	Water Resource Reg. Mgr.	6
013019	Resource Management	Land Use Specialist	5
020016	Statistics	Statistician	5
020098	Information Systems	Info Systems Technician	4
020111	Information Systems	Programmer/Analyst	6
020122	Information Systems	Info Systems Supp Spec	6
020122	Information Systems	Info Systems Supp Spec	6
020124	Information Systems	Info Systems Supp Spec	7
022144	Laboratory Series	Chemist	6
029114	Environmental Specialist	Air Quality Specialist	6
029214	Environmental Specialist	Water Quality Specialist	6
029215	Environmental Specialist	Water Quality Specialist	7
029314	Environmental Specialist	Solid & Haz. Waste Spec	6
029315	Environmental Specialist	Solid & Haz. Waste Spec	6
029415	Environmental Specialist	Environmental Impact Spec	6
029508	Laboratory Series	Lab Technician	2
040014	Resource Management	Forester	5
040015	Resource Management	Forester	6
040046	Resource Management	Resource Program Manager	7
040051	Reclamation Specialist	Reclamation Specialist	6
040054	Reclamation Specialist	Reclamation Program Supv.	7
040071	Agricultural Specialist	Agricultural Specialist	5
040072	Agricultural Specialist	Agricultural Specialist	6
041057	Resource Management	Fish & Wildlife Biologist	6
041058	Resource Management	Fish & Wildlife Biologist	7
041216	Laboratory Series	Forensic Toxicologist	7
045019	Counselor	Employment Counselor	5
045075	Counselor	Substance Abuse Counselor	5
049002	Laboratory Animal	Lab Animal Tech	5
075010	Health Care	Registered Nurse	5

075011	Health Care	Registered Nurse	6
078114	Laboratory Series	Clinical Lab Spec	6
079002	Health Care	Licensed Practical Nurse	3
079011	Health Care	Recreation Therapist	6
079028	Health Care	Habilitation Specialist	4
090004	Financial Aid	Financial Aid Spec	4
100025	Library, Recrd, & Archivist	Librarian	5
100029	Library, Recrd, & Archivist	Library Manager	7
141110	Graphic Design	Graphic Design Tech	3
141113	Graphic Design	Graphic Design Spec	5
141114	Graphic Design	Graphic Design Supv.	5
160003	Accounting	Accounting Tech	3
160004	Accounting	Accounting Tech	4
160014	Accounting	Accountant	5
160018	Accounting	Accountant	7
160092	Fiscal Specialist/Officer	Fiscal Officer	6
160109	Accounting	Accounting/Fiscal Mgr	7
160134	Collections	Collections Technician	4
160212	Auditor	Auditor	4
160214	Auditor	Auditor	6
160215	Auditor	Auditor	6
161005	Budget Analyst	Budget Analyst	6
162010	Purchasing and Supply	Purchasing and Supply Spec	5
162033	Purchasing and Supply	Purchasing Agent	6
164002	MT Promotion Officer	MT Promotion Officer	6
164004	MT Promotion Officer	MT Promotion Officer	7
165007	Information & Public Ed	Information Specialist	6
165008	Information & Public Ed	Information Specialist	7
165014	Information & Public Ed	Public Education Spec	5
165017	Information & Public Ed	Public Education Spec	6
166010	Training and Development	Train & Development Specialist	6
166056	Personnel	Personnel Asst	4
166058	Personnel	Personnel Spec	5
166061	Personnel	Labor Relations Spec	6
166064	Personnel	Personnel Officer	6
166073	Personnel	Personnel Officer	7
166204	Employment Services	Employment Services Spec	5
166207	Employment Services	Emp. Services Supervisor	5
166214	Employment Services	Emp. Services Manager	6
166220	Employment Services	Employment Services Spec	6
168015	Compliance	Compliance Specialist	6
168100	Livestock Enforcement	Livestock Investigator	5
168103	Occ. Safety & Health	Occ. Safety & Health Spec	5
168131	Child Support	Child Support Inv	5

168135	Child Support	Child Supp Reg. Supv.	6
169019	Disability Claims Ex	Disability Claims Ex	5
169021	Disability Claims Ex	Disability Claims Ex	6
169033	Hearings Officer/Related	Hearings Officer	6
169107	Benefits Examiner	Workers Comp Benefit Exam	5
169181	Benefits Examiner	UI Benefits Examiner	5
169182	Benefits Examiner	UI Benefits Examiner	5
169204	Compliance	Securities Examiner	6
169239	Lic., Cert. & Permit	Lic. Cert. & Permit Tech	3
169243	Lic, Cert. & Permit	Lic, Cert. & Permit Spec	4
169313	Administrative Officer	Administrative Officer	5
169316	Administrative Officer	Administrative Officer	6
182016	Engineering Project	Engineering Project Manager	6
188049	Career Exec Assignment	CEA	8
188072	Resource Management	Park Operations Spec	5
188106	Health & Human Services	Human Services Specialist	6
188111	Health & Human Services	Human Services Manager	7
188121	Business Development	Business Development Spec	6
188123	Business Development	Business Develop Officer	7
188125	Business Development	Business Develop Manager	7
191039	Appraiser	Appraisal Specialist	6
191044	Appraiser	Personal Prop Appraiser	3
191046	Appraiser	Residential Appraiser	4
191047	Appraiser	Agricultural/Res. Appraiser	4
191048	Appraiser	Commercial Appraiser	5
195017	Probation and Parole	Probation and Parole Off	5
195018	Probation and Parole	Probation and Parole Off	5
195020	Probation and Parole	P & P Regional Supv.	6
195078	Eligibility Assistant	Eligibility Assistant	3
195081	Eligibility Examiner	Eligibility Examiner	4
195112	Social Worker & Related	Social Worker	5
195114	Social Worker & Related	Social Worker	6
195116	Social Worker & Related	Social Worker	6
205006	Employment Services	Employment Services Asst	2
205010	Lic, Cert & Permit	Lic, Cert & Permit Clerk	2
211002	Cashier	Cashier	2
213055	Information Systems	Info Systems Operator	4
215004	Payroll/Benefits	Payroll/Benefits Tech	3
215006	Payroll/Benefits	Payroll/Benefits Tech	4
219003	Accounting	Accounting Clerk	2
249023	Library, Recrd, & Archivist	Library Tech	3
249105	Administrative Support	Admin Supp: Office Clerk	1
249106	Administrative Support	Admin Supp: Data Entry Op	1
249107	Administrative Support	Admin Supp: Admin Clerk	2

249107	Administrative Support	Admin Supp: Receptionist	2
249108	Administrative Support	Admin Supp: Admin Aide	2
249108	Administrative Support	Admin Supp: Prop Tax Clerk	2
249108	Administrative Support	Admin Supp: Word Proc Op	3
249109	Administrative Support	Admin Supp: Secretary	3
249110	Administrative Support	Admin Supp: Clerk Supv.	3
249110	Administrative Support	Admin Supp: Prog. Asst.	3
249111	Administrative Support	Admin Supp: Office Supv.	3
311001	Food Service	Food Service Worker	1
311002	Food Service	Food Service Worker	2
313002	Food Service	Baker	2
315001	Food Service	Cook	2
319002	Food Service	Food Service Supervisor	4
319006	Food Service	Food Service Manager	6
355202	Health Care	Resident Care Aide	2
355203	Health Care	Resident Care Aide	2
359004	Cottage Life	Cottage Life Attendant	3
361101	Laundry Worker	Laundry Worker	1
372110	Corrections	Correctional Officer	3
372115	Corrections	Correctional Officer Supv.	5
372118	Corrections	Correctional Manger	6
373013	Wildland Fire Inv	Wildland Fire Inv	6
375002	Law Enforcement	Hwy Patrol Officer	5
375003	Law Enforcement	Hwy Patrol Sergeant	5
379021	Law Enforcement	F & G Warden	5
410001	Laboratory Animal	Lab Animal Caretaker	2
413001	Livestock Enforcement	Brand Inspector	2
413005	Livestock Enforcement	Brand Inspector Supv.	3
452010	Resource Management	Forest Technician	3
651011	Reprographics	Duplicating Press Oper.	3
651016	Reprographics	Duplicating Services Supv.	4
653012	Reprographics	Duplicating Serv. Worker	2
699005	Corrections	Industries Shop Supv.	5
726012	Electronic Equip Tech	Electronic Equip Tech	4
852011	Engineering Project	Engineering Project Tech	4
852013	Engineering Project	Engineering Project Tech	5
899001	Maintenance Worker	Maintenance Worker	3
899003	Maintenance Worker	Maintenance Worker	3
899004	Maintenance Worker	Maintenance Worker	4

Current Benchmarks Listed by Series Title

Class Code	Series Title	Benchmark Title	Factor Level
219003	Accounting	Accounting Clerk	2
160003	Accounting	Accounting Tech	3
160004	Accounting	Accounting Tech	4
160014	Accounting	Accountant	5
160018	Accounting	Accountant	7
160109	Accounting	Accounting/Fiscal Mgr	7
169313	Administrative Officer	Administrative Officer	5
169316	Administrative Officer	Administrative Officer	6
249106	Administrative Support	Admin Supp: Data Entry Op	1
249105	Administrative Support	Admin Supp: Office Clerk	1
249108	Administrative Support	Admin Supp: Admin Aide	2
249107	Administrative Support	Admin Supp: Admin Clerk	2
249108	Administrative Support	Admin Supp: Prop Tax Clerk	2
249107	Administrative Support	Admin Supp: Receptionist	2
249110	Administrative Support	Admin Supp: Clerk Supv.	3
249111	Administrative Support	Admin Supp: Office Supv.	3
249110	Administrative Support	Admin Supp: Prog. Asst.	3
249109	Administrative Support	Admin Supp: Secretary	3
249108	Administrative Support	Admin Supp: Word Proc Op	3
040071	Agricultural Specialist	Agricultural Specialist	5
040072	Agricultural Specialist	Agricultural Specialist	6
191044	Appraiser	Personal Prop Appraiser	3
191047	Appraiser	Agricultural/Res. Appraiser	4
191046	Appraiser	Residential Appraiser	4
191048	Appraiser	Commercial Appraiser	5
191039	Appraiser	Appraisal Specialist	6
160212	Auditor	Auditor	4
160214	Auditor	Auditor	6
160215	Auditor	Auditor	6
169181	Benefits Examiner	UI Benefits Examiner	5
169182	Benefits Examiner	UI Benefits Examiner	5
169107	Benefits Examiner	Workers Comp Benefit Exam	5
161005	Budget Analyst	Budget Analyst	6
188121	Business Development	Business Development Spec	6
188125	Business Development	Business Develop Manager	7
188123	Business Development	Business Develop Officer	7
188049	Career Exec Assignment	CEA	8
211002	Cashier	Cashier	2

168131	Child Support	Child Support Inv	5
168135	Child Support	Child Supp Reg. Supv.	6
160134	Collections	Collections Technician	4
168015	Compliance	Compliance Specialist	6
169204	Compliance	Securities Examiner	6
372110	Corrections	Correctional Officer	3
372115	Corrections	Correctional Officer Supv.	5
699005	Corrections	Industries Shop Supv.	5
372118	Corrections	Correctional Manger	6
359004	Cottage Life	Cottage Life Attendant	3
045019	Counselor	Employment Counselor	5
045075	Counselor	Substance Abuse Counselor	5
005022	Designer	Design Plan Tech	3
005024	Designer	Designer	5
005026	Designer	Designer	6
169019	Disability Claims Ex	Disability Claims Ex	5
169021	Disability Claims Ex	Disability Claims Ex	6
726012	Electronic Equip Tech	Electronic Equip Tech	4
195078	Eligibility Assistant	Eligibility Assistant	3
195081	Eligibility Examiner	Eligibility Examiner	4
205006	Employment Services	Employment Services Asst	2
166207	Employment Services	Emp. Services Supervisor	5
166204	Employment Services	Employment Services Spec	5
166214	Employment Services	Emp. Services Manager	6
166220	Employment Services	Employment Services Spec	6
005045	Engineering	Structural Engineer	6
005018	Engineering	Civil Engineer	7
005021	Engineering	Engineering Manager	7
005054	Engineering	Environmental Engineer	7
005037	Engineering	Water Res./Hydrolics Engr.	7
852011	Engineering Project	Engineering Project Tech	4
852013	Engineering Project	Engineering Project Tech	5
182016	Engineering Project	Engineering Project Manager	6
029114	Environmental Specialist	Air Quality Specialist	6
029415	Environmental Specialist	Environmental Impact Spec	6
029314	Environmental Specialist	Solid & Haz. Waste Spec	6
029315	Environmental Specialist	Solid & Haz Waste Spec	6
029214	Environmental Specialist	Water Quality Specialist	6
029215	Environmental Specialist	Water Quality Specialist	7
090004	Financial Aid	Financial Aid Spec	4
160092	Fiscal Specialist/Officer	Fiscal Officer	6
311001	Food Service	Food Service Worker	1
313002	Food Service	Baker	2
315001	Food Service	Cook	2

311002	Food Service	Food Service Worker	2
319002	Food Service	Food Service Supervisor	4
319006	Food Service	Food Service Manager	6
141110	Graphic Design	Graphic Design Tech	3
141113	Graphic Design	Graphic Design Spec	5
141114	Graphic Design	Graphic Design Supv.	5
188106	Health & Human Services	Human Services Specialist	6
188111	Health & Human Services	Human Services Manager	7
355202	Health Care	Resident Care Aide	2
355203	Health Care	Resident Care Aide	2
079002	Health Care	Licensed Practical Nurse	3
079028	Health Care	Habilitation Specialist	4
075010	Health Care	Registered Nurse	5
079011	Health Care	Recreation Therapist	6
075011	Health Care	Registered Nurse	6
169033	Hearings Officer/Related	Hearings Officer	6
165014	Information & Public Ed	Public Education Spec	5
165007	Information & Public Ed	Information Specialist	6
165017	Information & Public Ed	Public Education Spec	6
165008	Information & Public Ed	Information Specialist	7
213055	Information Systems	Info Systems Operator	4
020098	Information Systems	Info Systems Technician	4
020122	Information Systems	Info Systems Supp Spec	6
020122	Information Systems	Info Systems Supp Spec	6
020111	Information Systems	Programmer/Analyst	6
020124	Information Systems	Info Systems Supp Spec	7
410001	Laboratory Animal	Lab Animal Caretaker	2
049002	Laboratory Animal	Lab Animal Tech	5
029508	Laboratory Series	Lab Technician	2
022144	Laboratory Series	Chemist	6
078114	Laboratory Series	Clinical Lab Spec	6
041216	Laboratory Series	Forensic Toxicologist	7
361101	Laundry Worker	Laundry Worker	1
379021	Law Enforcement	F & G Warden	5
375002	Law Enforcement	Hwy Patrol Officer	5
375003	Law Enforcement	Hwy Patrol Sergeant	5
249023	Library, Recrd, & Archivist	Library Tech	3
100025	Library, Recrd, & Archivist	Librarian	5
100029	Library, Recrd, & Archivist	Library Manager	7
205010	Lic, Cert & Permit	Lic, Cert & Permit Clerk	2
169239	Lic, Cert & Permit	Lic, Cert & Permit Tech	3
169243	Lic, Cert & Permit	Lic, Cert & Permit Spec	4
413001	Livestock Enforcement	Brand Inspector	2
413005	Livestock Enforcement	Brand Inspector Supv.	3

168100	Livestock Enforcement	Livestock Investigator	5
899001	Maintenance Worker	Maintenance Worker	3
899003	Maintenance Worker	Maintenance Worker	3
899004	Maintenance Worker	Maintenance Worker	4
164002	MT Promotion Officer	MT Promotion Officer	6
164004	MT Promotion Officer	MT Promotion Officer	7
168103	Occ. Safety & Health	Occ Safety & Health Spec	5
215004	Payroll/Benefits	Payroll/Benefits Tech	3
215006	Payroll/Benefits	Payroll/Benefits Tech	4
166056	Personnel	Personnel Asst	4
166058	Personnel	Personnel Spec	5
166061	Personnel	Labor Relations Spec	6
166064	Personnel	Personnel Officer	6
166073	Personnel	Personnel Officer	7
195017	Probation and Parole	Probation and Parole Off	5
195018	Probation and Parole	Probation and Parole Off	5
195020	Probation and Parole	P & P Regional Supv.	6
162010	Purchasing and Supply	Purchasing and Supply Spec	5
162033	Purchasing and Supply	Purchasing Agent	6
040051	Reclamation Specialist	Reclamation Specialist	6
040054	Reclamation Specialist	Reclamation Program Supv.	7
653012	Reprographics	Duplicating Serv. Worker	2
651011	Reprographics	Duplicating Press Oper.	3
651016	Reprographics	Duplicating Services Supv.	4
452010	Resource Management	Forest Technician	3
040014	Resource Management	Forester	5
013019	Resource Management	Land Use Specialist	5
188072	Resource Management	Park Operations Spec	5
041057	Resource Management	Fish & Wildlife Biologist	6
040015	Resource Management	Forester	6
013010	Resource Management	Water Resource Reg. Mgr.	6
041058	Resource Management	Fish & Wildlife Biologist	7
040046	Resource Management	Resource Program Manager	7
195112	Social Worker & Related	Social Worker	5
195114	Social Worker & Related	Social Worker	6
195116	Social Worker & Related	Social Worker	6
020016	Statistics	Statistician	5
166010	Training and Development	Train & Development Specialist	6
373013	Wildland Fire Inv	Wildland Fire Inv	6

Current Benchmarks Listed by Factor Level

Class Code	Series Title	Benchmark Title	Factor Level
249105	Administrative Support	Admin Supp: Office Clerk	1
249106	Administrative Support	Admin Supp: Data Entry Op	1
311001	Food Service	Food Service Worker	1
361101	Laundry Worker	Laundry Worker	1
029508	Laboratory Series	Lab Technician	2
205006	Employment Services	Employment Services Asst	2
205010	Lic, Cert & Permit	Lic, Cert & Permit Clerk	2
211002	Cashier	Cashier	2
219003	Accounting	Accounting Clerk	2
249107	Administrative Support	Admin Supp: Admin Clerk	2
249107	Administrative Support	Admin Supp: Receptionist	2
249108	Administrative Support	Admin Supp: Admin Aide	2
249108	Administrative Support	Admin Supp: Prop Tax Clerk	2
311002	Food Service	Food Service Worker	2
313002	Food Service	Baker	2
315001	Food Service	Cook	2
355202	Health Care	Resident Care Aide	2
355203	Health Care	Resident Care Aide	2
410001	Laboratory Animal	Lab Animal Caretaker	2
413001	Livestock Enforcement	Brand Inspector	2
653012	Reprographics	Duplicating Service Worker	2
005022	Designer	Design Plan Tech	3
079002	Health Care	Licensed Practical Nurse	3
141110	Graphic Design	Graphic Design Tech	3
160003	Accounting	Accounting Tech	3
169239	Lic, Cert & Permit	Lic, Cert & Permit Tech	3
191044	Appraiser	Personal Prop Appraiser	3
195078	Eligibility Assistant	Eligibility Assistant	3
215004	Payroll/Benefits	Payroll/Benefits Tech	3
249023	Library, Recrd, & Archivist	Library Tech	3
249108	Administrative Support	Admin Supp: Word Proc Op	3
249109	Administrative Support	Admin Supp: Secretary	3
249110	Administrative Support	Admin Supp: Clerk Supv.	3
249110	Administrative Support	Admin Supp: Program Asst	3
249111	Administrative Support	Admin Supp: Office Supv.	3
359004	Cottage Life	Cottage Life Attendant	3
372110	Corrections	Correctional Officer	3
413005	Livestock Enforcement	Brand Inspector Supv.	3

452010	Resource Management	Forest Technician	3
651011	Reprographics	Duplicating Press Oper	3
899001	Maintenance Worker	Maintenance Worker	3
899003	Maintenance Worker	Maintenance Worker	3
020098	Information Systems	Info Systems Technician	4
079028	Health Care	Habilitation Specialist	4
090004	Financial Aid	Financial Aid Spec	4
160004	Accounting	Accounting Tech	4
160134	Collections	Collections Technician	4
160212	Auditor	Auditor	4
166056	Personnel	Personnel Asst	4
169243	Lic, Cert & Permit	Lic, Cert & Permit Spec	4
191046	Appraiser	Residential Appraiser	4
191047	Appraiser	Agricultural/Res. Appraiser	4
195081	Eligibility Examiner	Eligibility Examiner	4
213055	Information Systems	Info Systems Operator	4
215006	Payroll/Benefits	Payroll/Benefits Tech	4
319002	Food Service	Food Service Supervisor	4
651016	Reprographics	Duplicating Services Supv.	4
726012	Electronic Equip Tech	Electronic Equip Tech	4
852011	Engineering Project	Engineering Project Tech	4
899004	Maintenance Worker	Maintenance Worker	4
005024	Designer	Designer	5
013019	Resource Management	Land Use Specialist	5
020016	Statistics	Statistician	5
040014	Resource Management	Forester	5
040071	Agricultural Specialist	Agricultural Specialist	5
045019	Counselor	Employment Counselor	5
045075	Counselor	Substance Abuse Counselor	5
049002	Laboratory Animal	Lab Animal Tech	5
075010	Health Care	Registered Nurse	5
100025	Library, Recrd, & Archivist	Librarian	5
141113	Graphic Design	Graphic Design Spec	5
141114	Graphic Design	Graphic Design Supv.	5
160014	Accounting	Accountant	5
162010	Purchasing and Supply	Purchasing and Supply Spec	5
165014	Information & Public Ed	Public Education Spec	5
166058	Personnel	Personnel Spec	5
166204	Employment Services	Employment Services Spec	5
166207	Employment Services	Emp Services Supervisor	5
168100	Livestock Enforcement	Livestock Investigator	5
168103	Occ Safety & Health	Occ Safety & Health Spec	5
168131	Child Support	Child Support Inv	5
169019	Disability Claims Ex	Disability Claims Ex	5

169107	Benefits Examiner	Workers Comp Benefit Exam	5
169181	Benefits Examiner	UI Benefits Examiner	5
169182	Benefits Examiner	UI Benefits Examiner	5
169313	Administrative Officer	Administrative Officer	5
188072	Resource Management	Park Operations Spec	5
191048	Appraiser	Commercial Appraiser	5
195017	Probation and Parole	Probation and Parole Off	5
195018	Probation and Parole	Probation and Parole Off	5
195112	Social Worker & Related	Social Worker	5
372115	Corrections	Correctional Officer Supv.	5
375002	Law Enforcement	Hwy Patrol Officer	5
375003	Law Enforcement	Hwy Patrol Sergeant	5
379021	Law Enforcement	F & G Warden	5
699005	Corrections	Industries Shop Supv.	5
852013	Engineering Project	Engineering Project Tech	5
005026	Designer	Designer	6
500045	Engineering	Structural Engineer	6
130010	Resource Management	Water Resource Reg. Mgr.	6
020111	Information Systems	Programmer/Analyst	6
020122	Information Systems	Info Systems Supp Spec	6
020122	Information Systems	Info Systems Supp Spec	6
022144	Laboratory Series	Chemist	6
029114	Environmental Specialist	Air Quality Specialist	6
029214	Environmental Specialist	Water Quality Specialist	6
029314	Environmental Specialist	Solid & Haz Waste Spec	6
029315	Environmental Specialist	Solid & Haz Waste Spec	6
029415	Environmental Specialist	Environmental Impact Spec	6
040015	Resource Management	Forester	6
040051	Reclamation Specialist	Reclamation Specialist	6
040072	Agricultural Specialist	Agricultural Specialist	6
041057	Resource Management	Fish & Wildlife Biologist	6
075011	Health Care	Registered Nurse	6
078114	Laboratory Series	Clinical Lab Spec	6
079011	Health Care	Recreation Therapist	6
160092	Fiscal Specialist/Officer	Fiscal Officer	6
160214	Auditor	Auditor	6
160215	Auditor	Auditor	6
161005	Budget Analyst	Budget Analyst	6
162033	Purchasing and Supply	Purchasing Agent	6
164002	MT Promotion Officer	MT Promotion Officer	6
165007	Information & Public Ed	Information Specialist	6
165017	Information & Public Ed	Public Education Spec	6
166010	Training and Development	Train & Development Specialist	6
166061	Personnel	Labor Relations Spec	6

166064	Personnel	Personnel Officer	6
166214	Employment Services	Emp Services Manager	6
166220	Employment Services	Employment Services Spec	6
168015	Compliance	Compliance Specialist	6
168135	Child Support	Child Supp Reg. Supv.	6
169021	Disability Claims Ex	Disability Claims Ex	6
169033	Hearings Officer/Related	Hearings Officer	6
169204	Compliance	Securities Examiner	6
169316	Administrative Officer	Administrative Officer	6
182016	Engineering Project	Engineering Project Manager	6
188106	Health & Human Services	Human Services Specialist	6
188121	Business Development	Business Development Spec	6
191039	Appraiser	Appraisal Specialist	6
195020	Probation and Parole	P & P Regional Supv.	6
195114	Social Worker & Related	Social Worker	6
195116	Social Worker & Related	Social Worker	6
319006	Food Service	Food Service Manager	6
372118	Corrections	Correctional Manger	6
373013	Wildland Fire Inv	Wildland Fire Inv	6
005018	Engineering	Civil Engineer	7
005021	Engineering	Engineering Manager	7
005037	Engineering	Water Res./Hydrolics Engr	7
005054	Engineering	Environmental Engineer	7
020124	Information Systems	Info Systems Supp Spec	7
029215	Environmental Specialist	Water Quality Specialist	7
040046	Resource Management	Resource Program Manager	7
040054	Reclamation Specialist	Reclamation Program Supv.	7
041058	Resource Management	Fish & Wildlife Biologist	7
041216	Laboratory Series	Forensic Toxicologist	7
100029	Library, Recrd, & Archivist	Library Manager	7
160018	Accounting	Accountant	7
160109	Accounting	Accounting/Fiscal Mgr	7
164004	MT Promotion Officer	MT Promotion Officer	7
165008	Information & Public Ed	Information Specialist	7
166073	Personnel	Personnel Officer	7
188111	Health & Human Services	Human Services Manager	7
188123	Business Development	Business Develop Officer	7
188125	Business Development	Business Develop Manager	7
188049	Career Exec Assignment	CEA	8

